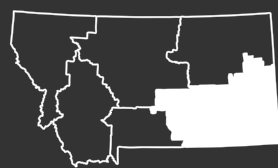


MARKETING PLAN & BUDGET

2019-2020



ANDY AUSTIN



VISIT SOUTHEAST MONTANA

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HISTORIC ADVENTURE

That is what a visit to Southeast Montana promises. This is the land where visitors can ride their bicycles on the trails that once carried the soldiers and warriors of two proud nations as they clashed on the banks of the Little Bighorn. This is the land where visitors can catch trophy paddlefish from the same river that flows past Pompeys Pillar, where William Clark left his mark on history as he carried home the news of the great land he had discovered. This is the land where visitors can enjoy homemade milkshakes and pitchfork fondue, served by the friendly descendants of the settlers and pioneers who defied the odds and built thriving communities where before there was only prairie.

This is the land where visitors can watch the swirl of color and feel the beat of the drum that has nourished the tribes of the Crow and Northern Cheyenne for half a millennium.

This is Southeast Montana.

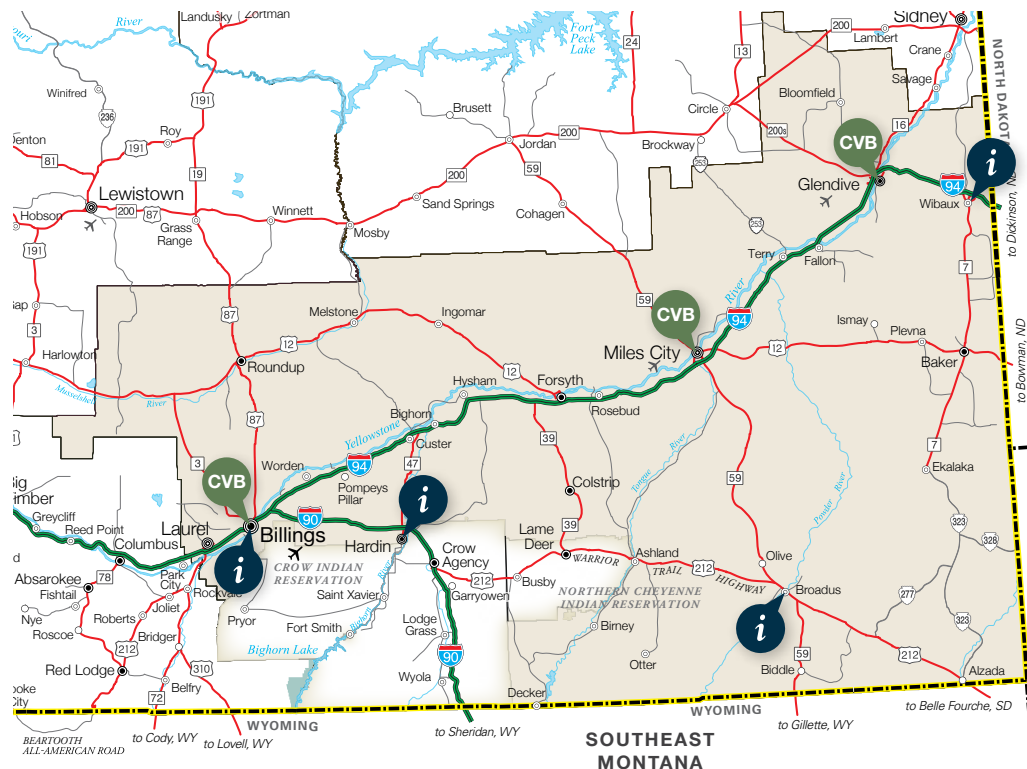


WHO WE ARE

A BRIEF HISTORY

Originally called “Custer Country,” Visit Southeast Montana began in 1984 as an organization charged with helping bring tourists to the region. It was named for one of its most famous attractions, the Little Bighorn Battlefield. In 1987 the Montana Legislature enacted a 4 percent Lodging Facility Use Tax to fund tourism promotion organizations. At that time, Custer Country became one of six state-funded tourism regions in the state. This organization continued to market the 13 counties and two Indian Reservations of Southeast Montana until 2010. The Billings Chamber of Commerce received the contract from the Montana Department of Commerce to manage the region and the organization moved from Forsyth to Billings. In 2012, the Custer Country Board of Directors voted to change the name of the region to “Visit Southeast Montana.”

From a traveler’s perspective, it may seem like there is not much “out here” but the FY18 campaign will demonstrate otherwise.



THE ORGANIZATION

Visit Southeast Montana is a private, nonprofit organization managed by the Billings Chamber of Commerce. We serve as a voice for Southeast Montana’s tourism and hospitality industries, seeking to promote the region’s many attractions, events and communities while ensuring that tourism is recognized as one of the region’s top economic drivers, especially when changes to local and state-wide legislation are considered. Visit Southeast Montana consists of two full-time staff members under contract with the Montana Department of Commerce and is directed by a board consisting of no more than 21 members from across the region.

Visit Southeast Montana partners with the region’s three Convention & Visitors Bureaus (Billings, Miles City and Glendive) along with hoteliers, chambers of commerce and other tourism-related entities including state parks, county and federal organizations, plus private businesses ranging from coffee shops and restaurants to guide services, art galleries and private tour operators. The stakeholders and tourism partners of Southeast Montana provide the essence, flavor, identity and unique character of the region.

MISSION: The mission of Visit Southeast Montana is to increase tourism to Southeast Montana by increasing the awareness of our region, showcasing our cultural heritage, developing memorable experiences and educating our residents about the economic benefits of tourism.

IDENTITY

KEY CHARACTERISTICS

This vast region, blessed with a diversity of people, geography and cultures, prides itself on connecting with visitors who enjoy our six very distinctive characteristics:

1. OUTDOOR RECREATION

There is no doubt that opportunities for outdoor recreation abound across Southeast Montana – many exist on public lands and waterways. Fisherman will appreciate the world-class fishing opportunities available along the Bighorn and Musselshell Rivers, Bighorn Canyon National Recreation Area (BCNRA) and the Paddlefish Harvest along the banks of the Yellowstone River near Glendive, along with an emerging bass fishery on the Yellowstone River. Hunters continue to pay premium prices to travel to the Powder River area to bag trophy deer and antelope. The Bull Mountains near Roundup are a rising star for elk hunters, and Eastern Montana is becoming known throughout the surrounding states for being great bird hunting country, allowing hunters to stretch their hunting season with pheasant, grouse, chukers, ducks and geese. Hiking and camping enthusiasts will relish the freedom and solitude of the Custer National Forest, Chalk Buttes, Terry Badlands and Medicine Rocks State Park, along with the fore-mentioned Bighorn Canyon National Recreation Area. Makoshika State Park, Montana's largest state park, features some of the nation's most spectacular badlands scenery while the Terry Badlands remain pristine.



This key characteristic is shared across the region and dovetails perfectly with the newly-created Montana Office of Outdoor Recreation. Director Rachel VandeVoort spent two days in the region in March of 2018 and strong collaboration with that office will continue.

2. WESTERN AUTHENTICITY

Many states and regions like to think they possess true western culture, but in SEMT's rural communities, as well as the cities such as Billings and Miles City, visitors can get a true picture of everything that was right about the Old West. From Montana's largest state fair in Billings to feel-good, small-town rodeos, Southeast Montana communities have kept western hospitality alive. Standout western events include the Bucking Horse Sale in Miles City, the NILE and Chase Hawkes Rodeos in Billings and Little Bighorn Days in Hardin – from ranch rodeos to larger circuit Professional Bull Riders, the region hosts a rodeo almost every weekend of the warm season, plus plenty in other months. Authenticity is the key word when listing this strength. Simply traveling across the region solidifies that experience when a visitor may have to wait for cowboys to herd their cattle across the road or they experience the western lifestyle while visiting Southeast Montana's small communities and businesses.



3. HISTORICAL SIGNIFICANCE

Southeast Montana contains a wealth of historical sites which are internationally known and are of great significance to the story of America. The Little Bighorn Battlefield National Monument, site of Custer's Last Stand and the nation's most famous Native American victory, is located in Bighorn County and is the third most-visited destination in Montana behind Yellowstone and Glacier National Parks. Pompeys Pillar National Monument bears William Clark's signature and is one of the only examples of physical evidence remaining from the Lewis and Clark Expedition.

Many other state parks, museums and historic sites tell their own stories of pioneer life on the prairie, the Native American struggle to leave behind their nomadic way of life and the impact of the cattle trade on the American West. From large and well-known to more intimate, all are part of the story of the American West and can be experienced in Southeast Montana.



4. ACCESSIBILITY AND FACILITIES

Southeast Montana is fortunate to contain two of the state's busiest highways, Interstate 94 and Interstate 90. Billings Logan Airport boasts United, Delta, American and Alaska/Horizon Airlines direct service to 10 destinations, including the most-recently added direct service to/from Dallas/Fort Worth along with extended seasonal direct service to/from Chicago from United Airlines. This brings travelers directly into Southeast Montana. Billings has the state's largest and most advanced convention facilities with capacity for up-to 700 attendees, many who will extend their professional trip with personal travel. Shoppers are also drawn to the region's boutiques and major shopping centers. Lodging opportunities in Southeast Montana are incredibly diverse, including everything from 4-star hotels, to charming bed and breakfasts, RV parks, rustic camping, hunting and fishing lodges.

5. DINOSAUR ADVENTURE

The plains, prairies and buttes of Southeast Montana are dinosaur country. Famous dinosaurs taken from the Southeast Montana area of the Hell Creek Formation include Tyrannosaurus Rex, Maiasaura and Triceratops. Walk with the dinosaurs in Makoshika State Park and visit three museums and facilities that are active members of the well-established Montana Dinosaur Trail. The museums showcase the many paleontological treasures which have been discovered in Eastern Montana. Museums of particular interest to dinosaur enthusiasts include the Carter County Museum, Glendive Dinosaur & Fossil Museum, Frontier Gateway Museum and the Makoshika State Park Interpretive Center. Individuals and families can also opt for a private fossil dig or work with a new "fossil hunting" program in Makoshika State Park. This broad category includes fossil and rock collectors.



6. NATIVE AMERICAN CULTURE

When visitors from the eastern U.S., Europe, and Asia visit the West, they are innately curious about Native American culture. They grew up reading stories and watching the movies about the tribes that once dominated the American West. Southeast Montana is fortunate enough to play host to Crow Fair, one of the last great Native American cultural events, held annually on the Crow Reservation. This event gives visitors the opportunity to witness how Native American culture has evolved and the importance the tribes continue to place on their history and traditions. The Northern Cheyenne reservation contains an incredible variety of historical sites, as well as opportunities to purchase hand-made gifts and educational experiences presented by local tour guides. The history of the region is inseparable from the history of the tribes who live in it to this day.





KEY CHALLENGES FACING THE REGION

1. PERCEPTION THAT MONTANA IS FAR AWAY AND DIFFICULT TO TRAVEL TO.

According to the 2016 Montana Destination Brand Research Study by Destination Analytics, Montana is perceived as challenging to access with associated time and cost that prohibits visitation. Conversely, Colorado (the top regional competitor) was cited as the best destination in regard to scenic beauty, potential for vacation road trip, family-friendly environment, national parks, winter recreational activities and places “I most want to visit.” However, Montana as a whole and Southeast Montana specifically are well-positioned to capitalize on Colorado’s weaknesses: crowded attractions; lack of or losing authenticity; high costs and over-development. Lastly, the increase of direct flights to Billings (most notably the recent American Airlines Billings – Dallas/Fort Worth) will facilitate more tourists traveling directly to Southeast Montana. For some urban travelers, they may spend more time traveling to the airport from their home than they will actually flying to Southeast Montana.

2. “REGIONS” ARE CONFUSING.

Tourists typically do not travel via regions, but rather travel to destinations. That is where the identity starts. A marketing campaign that weaves destinations with geographic location will enhance the brand. Additionally, regional partnerships will help strengthen the brand within both the state and four-state region. While the Montana brand should, and does, include Southeast Montana, it is easy for the individuality of the region to be lost within the great whole. The challenge is to be distinctive while still be intertwined within the Montana brand.

3. DISTANCES BETWEEN SERVICES.

Today’s traveler has higher expectations in terms of cellular service and connectivity to a global network. The distances between towns and services are a challenge to Southeast Montana – yet it is that very element that also enhances its appeal, as long as travelers know what to expect. For example, placing the “get away from it all” concept into a mini-marketing campaign that includes tear-off and downloadable maps and itineraries can help orientate the traveler. Additionally, educating the staff at the three regional Visitor Information Centers about the rest of the region will facilitate sharing of regional information.

4. UNDERDEVELOPED TOURISM PRODUCT.

Research from both Destination Analytics and the Institute of Tourism and Recreation Research has identified outdoor recreation as a top activity for Southeast Montana’s target audience. Despite the wealth of unspoiled nature available, little infrastructure exists for many areas. Strengthening partnerships within the region will help identify tourism products that need assistance for wayfinding, signage and potential promotion. Additionally, working with these partners to secure tourism grants from the Montana Office of Tourism and Business Development may help overcome the funding obstacles. The newly-created Montana Office of Outdoor Recreation is a key partnership. Additionally, while Tribal Tourism is undeveloped and not necessarily well-organized nor consistent, the newly-created Tourism Region is taking great steps forward. Visit Southeast Montana has and will continue to collaborate in those efforts.

TARGET MARKETS

Visit Southeast Montana parallels the target market identified by the Montana Office of Tourism and Business Development, with additional ultra-niche markets identified here.

According to the 2016 Montana Destination Brand Research Study by Destination Analytics, the High-Profile Visitor (HPV) is not only attracted to Montana, he/she sees the destination as more attractive and competitive when compared to its regional competition. The HPVs are:

- City dwellers (not rural and not suburban)
- Married with children
- Well-educated
- Affluent (>\$80K)
- Younger (average age 36.4)
- Frequent travelers
- Male-oriented (54.3% male vs 45.7% female)
- Strongly attracted to and familiar with Montana's tourism offerings
- Likely repeat visitors
- Outdoor-oriented travelers (psychographic index)

The HPV's desired activity on a Montana trip relates directly to their psychographic profile of being outdoor-oriented travelers with these favored activities, as indicated in this graph.

10 of the top 12 Desired Activities all align with the SEMT's pillars.

Desired Activities on a Montana Trip



(% of high potential Montana visitors. Source: Montana Brand Exploration Survey)



Additionally, Destination Analytics identified two niche markets: Family travelers and history buffs. Both niches align with Southeast Montana’s strengths, with history buffs fitting a cross-section of SEMT’s historical significance, western authenticity and Native American culture.

Visit Southeast Montana will continue to build on these target markets as identified by MOTBD in addition to niche-market as identified here.

NICHE MARKETS

Research conducted by the Institute for Tourism & Recreation Research supported a premise that many in the tourism industry have repeatedly stated: We – residents of Montana – love this vast, complex state and travel extensively throughout it. In fact, according to the 2018 Resident Travel in Montana report,

Including both resident and nonresident travel spending, total travel industry spending in Montana is \$6.23 billion dollars; 54 percent contributed by nonresidents and 46 percent by resident travel within the state.

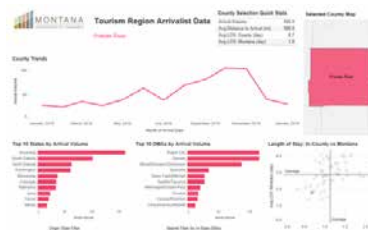
Based on this data, Visit Southeast Montana will launch a mini-campaign directed at the western side of Montana, identified as Bozeman and west. We will specifically highlight the Outdoor Recreation pillar including both soft (camping, kayaking, hiking) and rugged (hunting, fishing) activities for broad recreational appeal. In contrast to Montana’s mountains, the badlands, breaks, buttes, canyons, coulees and flowing rivers of Southeast Montana offer unexplored opportunities for Montana residents and those in neighboring states.

According to the Data requested and compiled by Montana Fish, Wildlife and Parks demonstrates that hunting also bring travelers to Southeast Montana (FWP Regions 5 and 7) in October and November – specifically seeking big game. According to FWP non-resident hunters (seeking permits in FWP regions 5 and 7) consistently originate from Washington, Minnesota and California.

	NR General	Deer		General Elk
WA	4942		WA	2446
CA	2934		CA	1984
MN	2682		MN	1770
WI	2023		WI	1324
ND	1557		ND	1270
PA	1412		PA	1102

Arrivalist data supports this across the majority of Southeast Montana’s counties. For example, Powder River County’s (Broadus) numbers peak in October - November as shown here:

Both data sources re-enforce 1) Outdoor Recreation is a top activity or “reason to visit” while 2) Neighboring states (North Dakota, South Dakota, Wyoming) along with Washington, Minnesota and Colorado are top “arrival” markets.



HISTORY BUFF

With the Little Bighorn Battlefield National Monument averaging nearly 300,000 visitors per year and Pompeys Pillar National Monument matching the “Visit Lewis & Clark historical sites” as the number 5 Desired Activity on a Montana Trip (according to Destination Analytics 2016 Montana Brand Study), Visit Southeast Montana will continue to market to the history buff in FY20.

ROAD-TRIPPERS

Also identified in the 2016 Montana Destination Brand Research Study by Destination Analytics, Inc., the road-tripper market includes travelers from Midwestern states who drive through the Southeast Montana region on the way to Yellowstone and Glacier national parks.

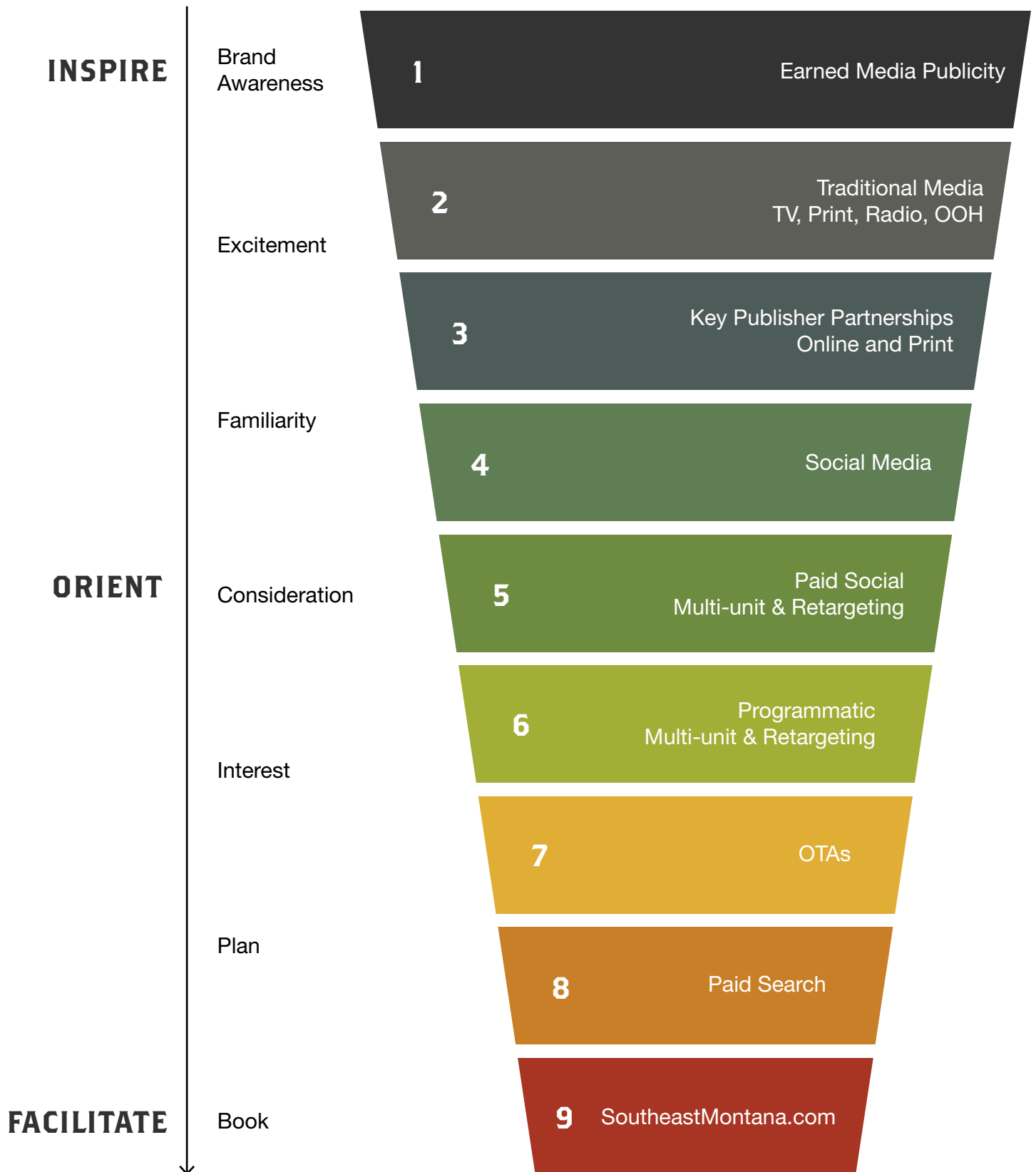
INTERNATIONAL

The Montana Travel Trade office identifies the United Kingdom, Germany and Australia as top three target markets and Visit Southeast Montana will continue this strong collaboration.

According to ITRR’s 2017 Nonresident Visitation, Expenditures & Economic Impacts study, overseas visitors averaged \$1,015 per trip with an average stay of 5.82 days, compared to \$635 total per trip for an average of five days for domestic visitors. Therefore, aligning with the Montana Travel Trade Office’s focus on UK, Germany and Australia makes sense.

EMERGING MARKETS

Considering the plethora of outdoor adventure opportunities, in FY20, Visit Southeast Montana will continue to look at mountain bikers and OHV (off-highway vehicles) riders under Outdoor Recreation Pillar) as emerging market. Additionally, astrotourism (travel specifically related to nighttime viewing of stars, moon, planets, sky) is emerging as a viable market across the state, with the plains and less rural areas having the greatest opportunities. We will look at this market in conjunction with other regions and MOTBD.



STRATEGIC GOALS

1. GROW IN-REGION PARTNERSHIPS

A region as physically large as Southeast Montana is truly diverse, and as the foundation of Visit Southeast Montana, regional partners and stakeholders must be committed and strong. It is also within this diversity that the region's strength lies. To grow and further enhance those relationships, we will focus on:



NATHAN SATRAN PHOTOGRAPHY

FY20 ACTION

- a) Connect with more Tourism Partners, sharing valuable resources and gaining more confidence in the value that tourism can bring to a community.
- b) Continuing with the herculean effort to reach each Tourism Partner – new and existing – to realize the full potential of strong relationships.
- c) Collaborate with Voice of Tourism to promote the opportunities and value of tourism within the region.
- d) Spend quality time within the region, presenting Visit Southeast Montana's successes and emphasizing the advantages of working with the region on joint, no-cost ventures such as the website. These quality interactions will also develop stronger inter-region communication to feed website, social media and earned media content.
- e) Evaluate Tourism Partner Workshop surveys from FY20 to develop additional, ready-to-implement topics and workshops for Partners.
- f) Continue efforts to connect with and assist Tribal Tourism, especially as it pertains to promotion of events and listings on southeastmontana.com and visitmt.com.
- g) Reinforce Tourism Partners website, emphasizing the tools for Partners, such as ordering bulk guides, News You Can Use (eblasts) and no-cost business listings.

FY20 MEASUREABLES

- a) Track number of presentations (plus attendance at each) to in-region partners such as chambers, civic groups and the like. Give 6 presentations in FY20, with at least (2) in conjunction with Voice of Tourism.
- b) Increase visitation to Tourism Partner segment of new website by 25% and increase open rate of News You Can Use to 16.5%.
- c) Add 4 more SEMT Film Ambassadors to list at Montana Film Office.
- d) Build master list (spreadsheet) of Visit Southeast Montana Tourism Partners – have at least 10 partners confirmed in each community.
- e) Conduct marketing workshop for Tourism Partners (in 1-3 locations across SEMT) with at least 20 attending each session.

2. DEVELOP MARKETING PARTNERSHIPS

Rather than be an island looking for visitors, we will reach outside the region to facilitate and strengthen relationships with neighboring states, regions and DMOs along with MOTBD bureaus and programs. Initial steps could be a regional familiarization tour ("fam"), working cooperatively at larger leisure travel shows and/or initiating new cooperative marketing campaigns such as downloadable and/or printed inter-regional maps and itineraries. Working under the Montana brand we have and will continue to promote Southeast Montana as a destination to international markets, specifically UK, Germany and Australia, via the Montana Travel Trade Office. Additionally, we will:

FY20 ACTION

- a) Invite other Montana regions (specifically Missouri River Country, Southwest and Central) to collaborate on initiatives targeted specifically to the History Buff market (i.e. battlefields or Lewis & Clark sites).
- b) Continuing the Montana Dino Trail relationship (includes three locations in SEMT, plus three other MT regions).
- c) Work with connections specifically with tourism contacts in Sheridan, Cody and Gillette, Wyoming; Rapid City/Black Hills and/or State of South Dakota; and, Theodore Roosevelt NP, Medora and/or State of North Dakota. (potential for quarterly calls).
- d) Connect with Tribal Tourism and collaborate when fits target market.
- e) Strengthen burgeoning relationship with Montana Film Office.
- f) Increase collaborative projects with Montana State Parks, including advertising and/or earned media efforts.

FY20 MEASUREABLES

- a) Produce thematic-specific itineraries and/or blog post (i.e. history) in collaboration with other regions.
- b) Collaborate with Montana State Parks to collaborate on at least (2) media opportunities.

3. SUPPORT TOURISM PRODUCT DEVELOPMENT

Growing in terms of service and sophistication is necessary for success in today's tourism market. Travelers expect the conveniences of home with an authentic yet urban edge to their experience. As thus, we will support the development of new tourism products, as allowed within regulations, plus share our knowledge, expertise and influence to move a project forward. By focusing on Goal #1, we will be able to identify and refer tourism projects to MOTBD for further assistance. Additionally, we will monitor legislative policies that could affect tourism.



FY20 ACTION

- a) Continue to share the established public policy statement across the region, specifically in presentations (see above).
- b) Seek projects that need assistance or development. For example, continue recent conversations about a "Night Skies Trail" in the plains of Montana (working title and current conversations).
- c) Ensure that all legislators and county commissions are included on News You Can Use and invite them to attend regional presentations.

FY20 MEASURABLES

- a) Share new public policy statement, which reflects Visit Southeast Montana's mission, with Tourism Partners via website and public presentations (as outlined in "Grow In-Region Partnerships" above).
- b) Work with at least (1) Tourism Partner to submit a grant for funding from MOTBD.

4. PRODUCE QUALITY MARKETING INITIATIVES

Visit Southeast Montana's marketing methods will continue to follow the Inspiration- Orientation-Facilitation strategy outlined in this Marketing Plan. A key component, however, will be the integration across platforms along with branding and consistent messaging. For example, while social media may highlight upcoming events, it will incorporate the ever-growing photo library while weaving pre-designated messages (i.e. Southeast Montana is not as far away as you think) into the overall landscape. This seamless melding of messaging will be subtle but consistent from advertising, to social media, to branding and collateral, to media relations and appeal to the ever-growing global market.

FY20 ACTIONS MARKETING STRATEGIES

- a) **MARKETING SUPPORT:** Visit Southeast Montana will continue to operate out of the shared offices in Billings; the close proximity to Visit Billings staff facilitates collaboration and promotion of Southeast Montana when larger groups and tours stop in Billings or with media groups that move through the region. Additionally, we will continue to work with MOTBD's international market specialists to enhance the United Kingdom, German and Australian marketing efforts. Within the region, we will continue to serve our tourism partners both formally and informally by being a point of contact, sharing information from MOTBD along with social media opportunities, a quarterly newsletter and low-cost marketing strategies.
- b) **CONSUMER TRADE SHOWS:** In terms of leisure travel shows, this year we will attend an outdoor recreation show in Minneapolis, Denver, Chicago and/or other regional shows, including those in western Montana, Wyoming, South Dakota or North Dakota. We will explore opportunities to attend larger shows cooperatively with other regions or CVBs and invite Board members or Tourism Partners (including the Office of Outdoor Recreation and MOTBD), where appropriate, to share their regional expertise with show attendees. We will also explore the option of a history-travel show as it fits the above-identified market.
- c) **PUBLICITY, SOCIAL MEDIA & MEDIA RELATIONS:** With the expanding website, we will continue to increase focus on earned media in FY20, regionally, nationally and internationally, by selectively nurturing relationships, including publications/editors, freelancers and social influencers, that fit the Visit Southeast Montana pillars of outdoor recreation; western authenticity, historical adventure, dinosaur experiences and American Indian culture. The service from Cision (earned media tracking & media/freelancer database service) is a key component to this strategy.

The newly-launched blog (fresh content) will continue to facilitate interest and will be promoted socially. With the Travel Blog Exchange conference scheduled for Billings in September of 2019, will have intimate access to 400-450 bloggers, social media influencers and the like. We will optimize that exposure with several pre- and a post-fests that highlight the "Wild, Wacky and Wonderful of Southeast Montana." Post-conference we will build on this exposure and momentum with continued focus and effort on content creators, leveraging the networking opportunity of TBEX. Lastly, we will collaborate with state and regional micro-influencers to delve into the western Montana and regional markets in an impactful fashion.

- d) **CONSUMER ADVERTISING:** The bulk of the budget lies within this realm and will focus on the audiences identified above via very targeted digital advertising. We will also use a combination of digital, print and potentially geo-fencing to target the audiences described above. In partnership with Windfall, SEMT's agency of record, we will vet qualified leads from both the call center and from Yellowstone Country and Glacier Country's opt-in lead lists to target those with plans to visit Montana, those who have visited one of the national parks and/or those who will drive through Southeast Montana to get to a national park (i.e. Midwestern states), thus enhancing the "Accessibility" strength identified above.

OUT HERE, BIG SKY MEETS BIG ADVENTURE.

Hitting the trail means pressing pause on the everyday and taking an uncharted route toward discovery. Whether you explore on two wheels, by horseback, by boat or on your own two feet, each mile is more than a measure of distance—it's the thrill of a lifetime.

ORDER YOUR FREE TRAVEL GUIDE: SOUTHEASTMONTANA.COM
OR CALL 1.800.346.1876 #OutHereMT | #SoutheastMontana

VISIT SOUTHEAST MONTANA



- e) **PHOTO LIBRARY:** Stunning imagery is a key element to the inspirational piece of the marketing funnel. During FY19, we put a concerted effort into revitalizing the photo library, adding more than 70 images plus creating a photo policy, which identifies three tiers. The third tier are photos available to Visit Southeast Montana's tourism partners. Additionally, we shot video while on photo shoots, to further leverage that budget. In March, 2019 we launched a general inspirational video across all channels. Moving into FY20, we will continue to expand the photo/video library. These images will be used across all platforms including social, paid and earned media in addition to printed materials, tradeshow support, fairs (as requested), e-newsletters, blog posts and the ever-expanding website.



- f) **PRINT PROJECTS:** The Visit Southeast Montana Travel Guide is the foundation of all marketing efforts—it tells the story of Southeast Montana. This piece has evolved from being a bi-annual guide with no advertising to an annual, private-fund project with a sophisticated magazine- style format. In FY20, we will again leverage private funds to produce and print the guide but use marketing funds to ship and distribute this keystone piece, which functions as the heart of SEMT’s print collateral.

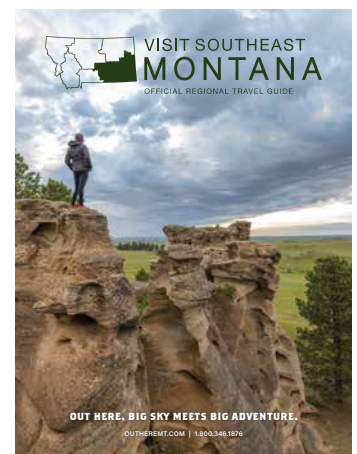
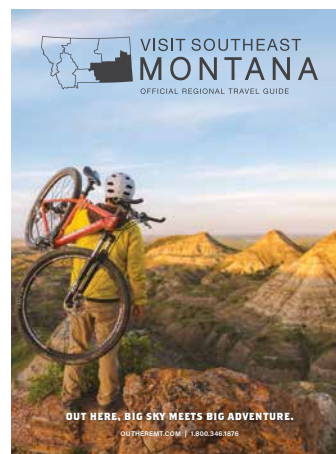
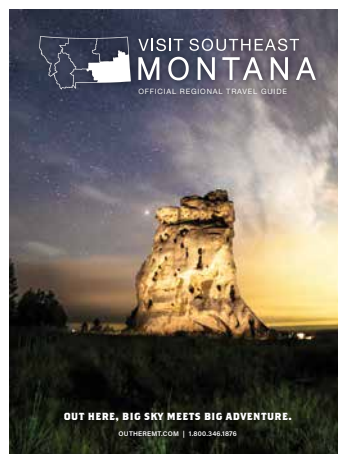
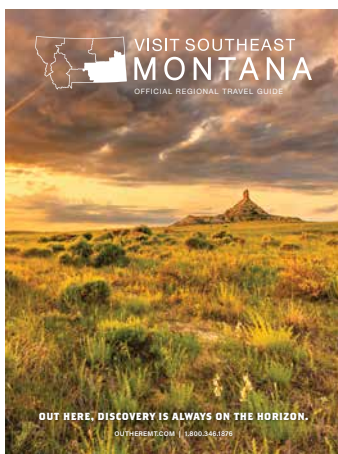
Additionally, we will develop and print other collateral to fit niche markets. For example, thematic itineraries, like history, as developed for the travel guide and website can also be printed for distribution at a specific trade show or mailing. Producing collateral across channels (print and digital) further stretches marketing dollars.

- g) **TELEMARKETING/FULFILLMENT:** The travel guides and other collateral must get into the hands of the traveler. To facilitate that, we have dedicated additional funds fulfillment and distribution (contracts to be considered as they approach renewal dates). Additional collateral (such as thematic maps and itineraries) will be available from distribution center, regional VICs and via download from the website. Tourism Partners can also order the travel guide in bulk.
- h) **WEBSITE DEVELOPMENT:** While VisitMT.com, the MOTBD’s website may serve as the first point of contact for Montana visitors, the Southeast Montana website provides more details along with regional-specific inspiration, orientation and facilitation. In FY18, Visit Southeast Montana’s agency of record, Windfall, created a new website, which “scrapes” content from VisitMT.com but still allows for more creative and timely control at the region’s level. In FY19 the website was further built out and optimized. We launched a blog in January 2019, which leads consumers from the e-newsletter to the blog on southeastmontana.com.

In FY20, we will continue to strength the site by adding content, images and video, both via the blog and with more layers of information, keeping the site fresh and up-to-date, evolving as new tourism products develop. Additionally, funds will be used to continually enhance SEO and other optimization techniques. The newly-blog and calendar of events will further enriching the user’s experience.

FY20 MEASURABLES

- a) Increase media tours and social influencer visits to 7 fam tours.
- b) Increase social media numbers, i.e. followers, engagement, shares by 25%.
- c) Increase number of consumers in database by 5,000 and open rate to 17%
- d) Increase earned media, I.E. 10 national articles/segments and 20 regional articles/segments.
- e) Update website and increased traffic numbers by 35%.
- f) Establish CTR on digital media of .35%
- g) Establish 16% open rate on Consumer eblasts.

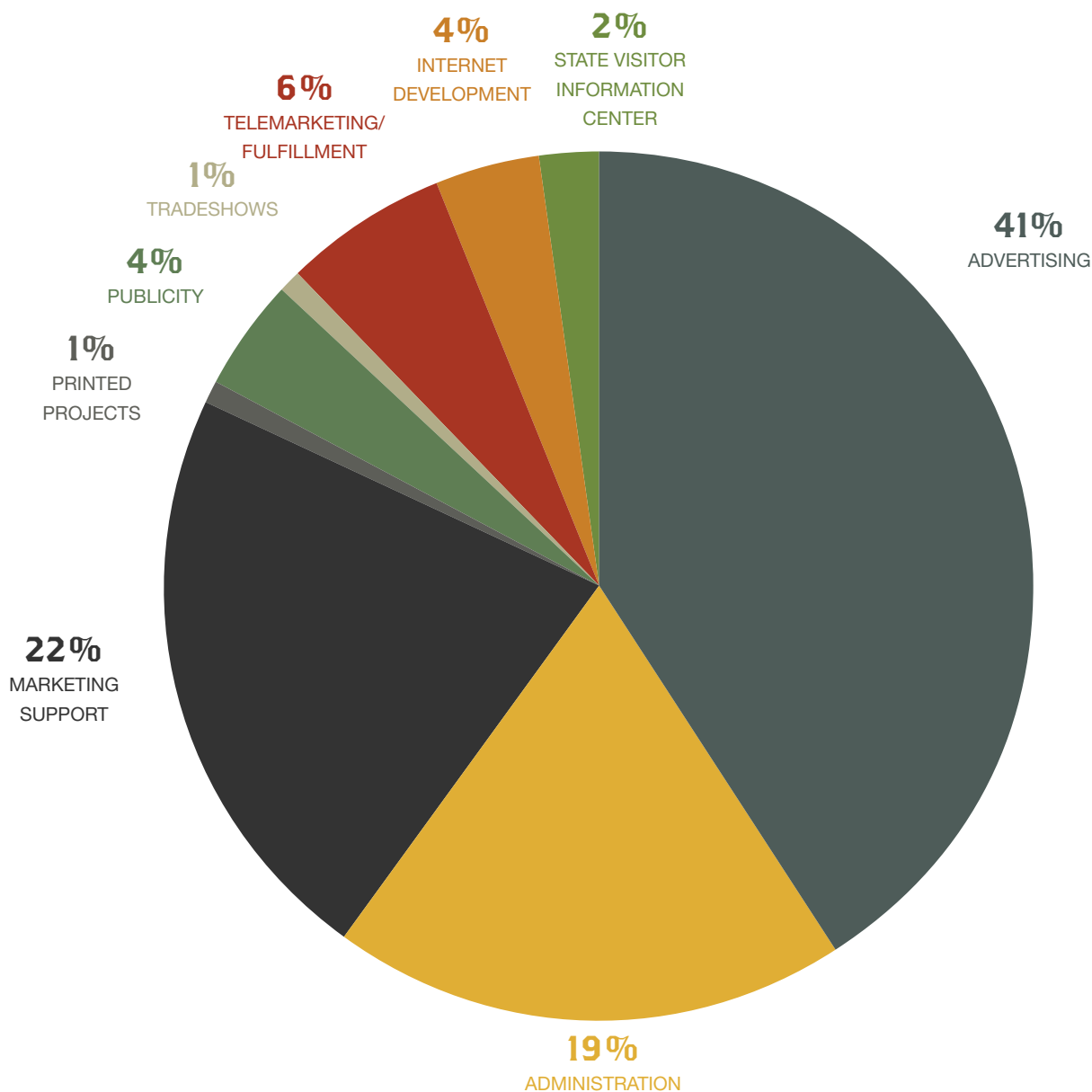


In summary, Visit Southeast Montana will leverage focused advertising with publicity and earned media efforts in FY20. The travel guide will remain a private fund project, which allows us to dedicate more funds to the detailed marketing strategies outlined in this plan.

In summary, Visit Southeast Montana will distribute funds according to the detailed marketing strategies outlined in this plan and follow the budget demonstrated below.

- Dedicate majority of funds to advertising.
- Retain travel guide as private fund project.
- Use travel guide savings to leverage focused advertising with publicity.
- Optimize the September 2019 Travel Blog Exchange Conference in Billings.
- Continue to built out and optimize southeastmontana.com.

TOTAL PROJECTED BUDGET FY 19
\$601,000



VISIT SOUTHEAST MONTANA MARKETING PLAN BUDGET

July 1, 2019 - June 30, 2020

REVENUE		
Estimated Bed Tax Revenue	567,000	As per projected revenue from MOTBD
Predicted Rollover from prior years	34,000	as per FY19 Audit
Total Revenue	601,000	
EXPENSES		
Consumer Advertising		
Ad Production/Agency Services	60,000	
Online/Print Placement	183,000	includes JVs w/MOTBD
Out of Home	100	
Multimedia	100	
Consumer E-Marketing	2,100	
Total Advertising	245,300	
MARKETING SUPPORT		
Administration	113,400	20% of Revenue
Marketing Staff	80,000	Fluctuate based on approved TAC Rules & Regs and salaries
Joint Ventures	5,000	IE:\$2 for Dino Trail; Accomodations Directory
Cooperative Marketing (Grants)	20,000	\$10K rollover from FY19 + \$10K for FY20
TAC/Gov Conf/Meetings	2,500	
Strategic Plan Support	4,000	Board retreat option - after Eastern MT Initiative mtgs
Marketing Plan Development	100	
Professional Training	5,000	
Media Tracking Service	5,000	Estimated - coop w/Visit Billings
Research - Region Specific	100	
Outreach/Education	3,000	Added Voice of Tourism
Crisis Communication Plan	100	
Opportunity	5,000	FY19 was higher due to TBEX
Total Marketing Support	243,200	
PRINTED PROJECTS		
Travel Guide	4,000	Shipping costs - Print & production as private project
Niche Print Pieces	5,000	
Total Printed Projects	9,000	
PUBLICITY		
Press & Fam Tours	10,000	Higher due to Travel Blog Exchange Conference
Social Media	8,000	Shared between in-house (\$1,500) & Windfall (\$6,500)
Publicity	2,500	
Giveaways	1,500	
Total Publicity	22,000	
TRADESHOWS		
Outdoor Rec Show	5,000	
International Pow Wow (IPW)	0	
RMI	1,500	
Tradeshow support	100	
Regional + new Tradeshows	2,000	
Total Tradeshows	8,600	
TELEMARKETING/FULLFILLMENT		
Postage	2,000	
Fullfillment by Contractor	20,400	realized 10% savings when paid full year in advance
Telemarketing	11,000	
Total Telemarketing/Fullfillment	34,400	
INTERNET DEVELOPMENT		
Web Development	5,000	
SEO, website optimization	11,000	
Photo/Video Library	7,500	
Total Internet Development	23,500	
STATE VISITOR INFORMATION CENTER		
VIC Funding	15,000	
Total Visitor Information Center	15,000	
Total Expenses	601,000	
Net Income/(Loss)	0	